



# TC-AIMS II

Transportation Coordinators' -  
Automated Information for Movements System II

## How to Become a PM



27 Aug 2002

**Gary Winkler**  
**Project Manager**  
Transportation Information Systems



# “Becoming a PM” Agenda



- Soul Searching – To be... or not to be... a PM?
- Becoming a PM
  - Career Models
  - Gaining proper knowledge, experience, and training
  - Getting selected by the Board
- Summary
- Q & A ( 15 minutes)



# Army Acquisition Corps Mission



To develop the systems of a strategically responsive force armed with the combat capabilities to dominate across the full spectrum of operations.

**As a PM you will do some or all of the following:**

- Enable Responsiveness
- Enhance Deployability
- Improve Agility
- Enable Versatility
- Design Lethality
- Design Survivability
- Improve Sustainability



This is  
why we  
are  
here!



# You are PM Material if...



**You have very high energy levels.**

**You have a strong drive for closure.**

**You will serve wherever and whenever the Army needs you.**

**You accomplish the hard jobs and make it look easy.**

**You can balance multiple tasks, competing deadlines, creativity and discipline, knowns and unknowns, and are skilled at contingency planning.**

**You like the idea of being CEO of a billion dollar business, you can handle the pressure, the pace, the diversity of knowledge (breadth and depth) required to do the job well. You don't mind IG, AAA, and CID investigations into your business. You can stay above reproach.**

**You can integrate your work-life with your personal life.**



# You are not PM Material if...

**You will only take a PM assignment if it's "the right one".**

**You cannot handle extreme pressure, 24/7 work, and doing what's needed at any time to get the job done.**

**You hate ambiguity, uncertainty and change.**

**You are risk averse and not willing to take chances.**

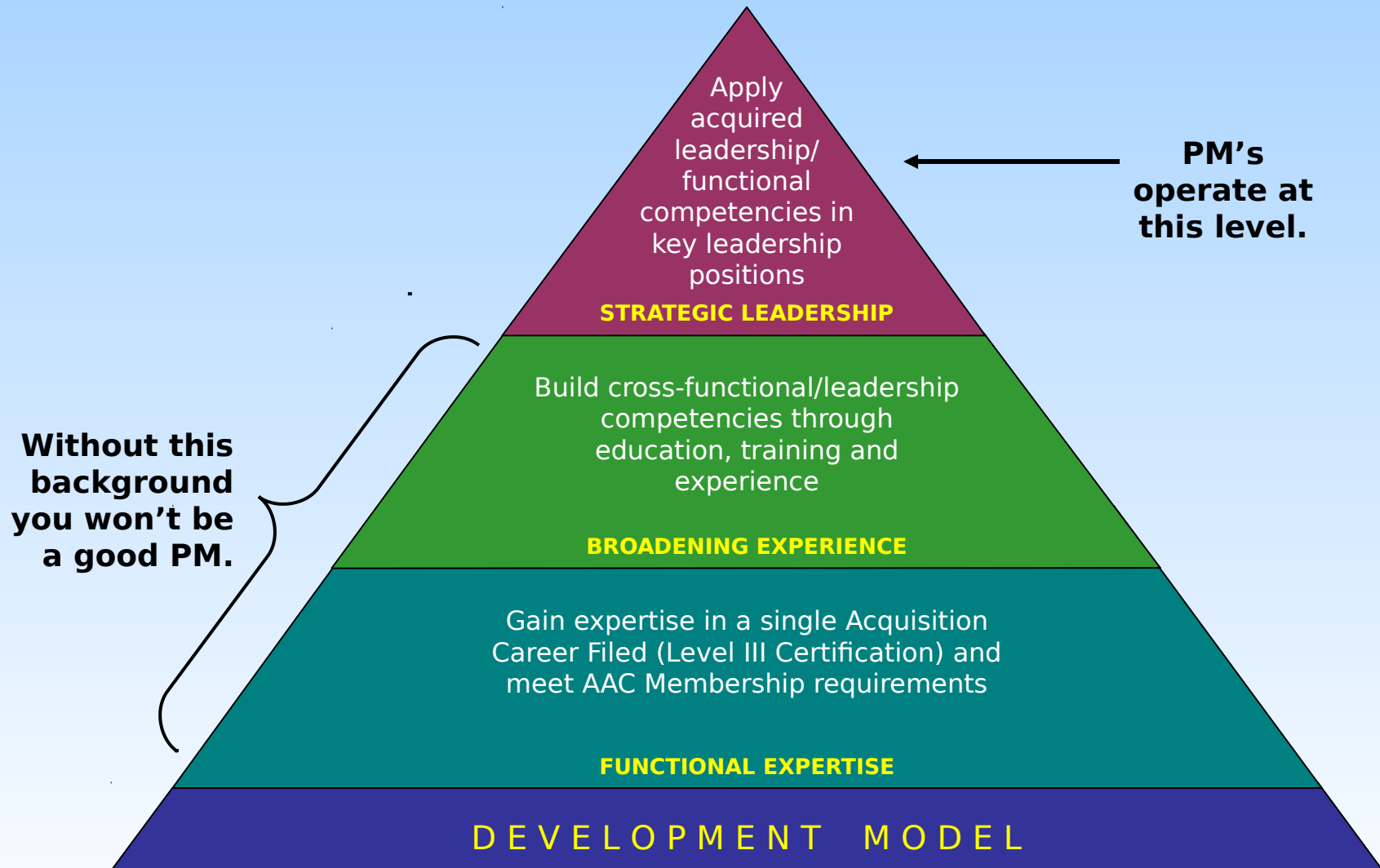
**You are not a team player and lack interpersonal skills.**

**You take no interest in people working for you.**

**Your personal family situation is too demanding and incompatible with a PM's workload, schedule, and flexibility commitments.**



# Development Model



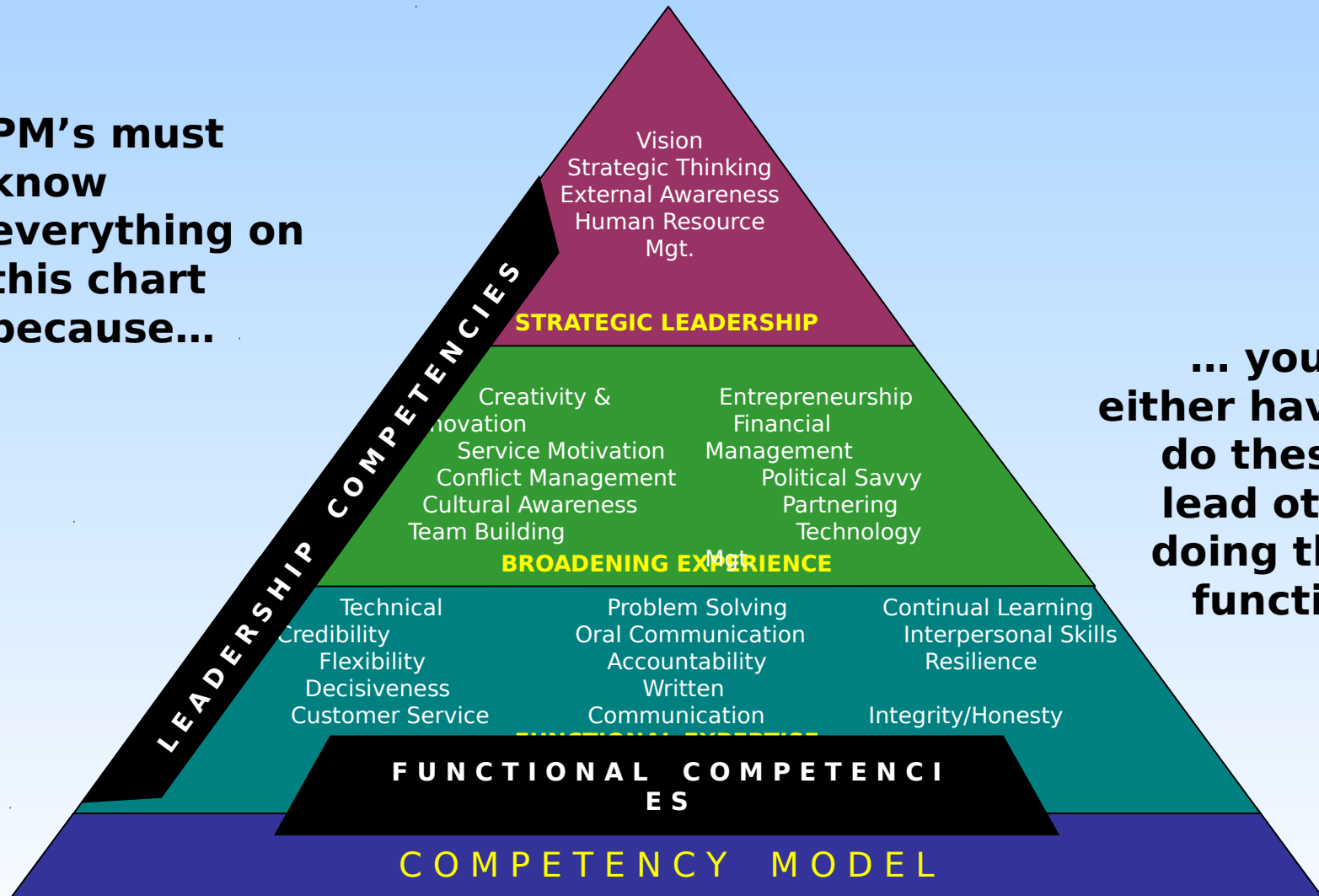


# Competency Model



**PM's must  
know  
everything on  
this chart  
because...**

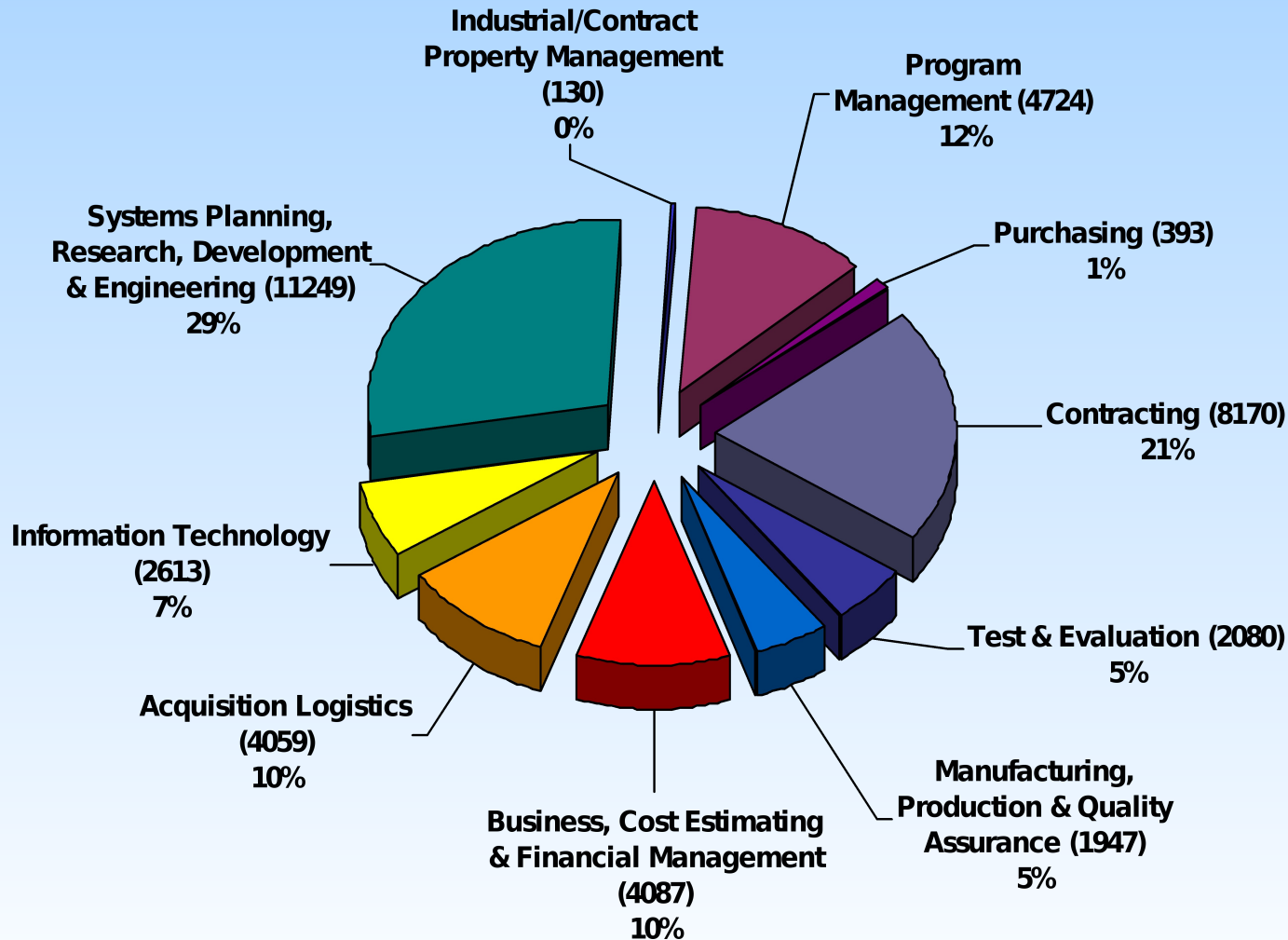
**... you will  
either have to  
do these or  
lead others  
doing these  
functions.**





# Army A&TWF Career Field Breakout

(40082 Total)







# What Boards Look For



## Experience in a PMO

- Leadership roles (APM, DPM, Division Chief, Lead Engr)
- During major events in a program

## Multi-functional Expertise

- At least 2 or 3 different areas
- Level III Certifications

## Top Block Performance - a given

## Senior Rater Potential

- GO/SES comments
- Senior rater profile

## Training

- DoD and Military Schools
- Acquisition Training

## Education - a given

- Master's a plus



# What I Concluded from the Board



- Civilians that applied lacked proper experience
  - A GS-13 who is not a CDG or APM will not get selected
  - Even CDGs and APMs need multi-functional background and experience
    - Major programs
    - Major program events
    - Multiple ACF certifications
  - GS-14s need multi-functional background & leadership experience
  - PMO experience is a MUST!
    - Major programs
    - Major events
    - Leadership
- Senior Rater Potential – Need GO/SES endorsement
- Education and training were adequate



# How to Attain Experience



- Lateral into the right jobs
  - Once, twice...
- Volunteer for tough assignment in large program and get results!
- Pursue developmental assignments to gain cross-functional expertise (6 months or longer)
  - Get results
- Pursue HQDA staff experience in ASA(ALT)
  - Gain policy and process experience
  - Will lead to getting the right jobs for needed experience
- Network, talk to people, ask for help- have a track record of success



# Summary



- Make sure you want to be a PM, for the right reasons
- Identify your development needs
  - Talk to others
  - Get a mentor or two
- Get the experience and training you need
- Apply to the Board
- Keep trying, keep improving

**Remember...**

**The AAC doesn't need you to become a PM, it needs you to become a Successful PM!**